ThinkTWENTY20
The Magazine for Financial Professionals

The *ThinkTWENTY20* Newsletter

IDEAS Driving the Profession, September 2025

Empowering financial professionals for the future of work

Ideas are at the root of all progress. This newsletter offers an update on some major ideas circulating in the profession.

IDEA: ***Ethics serve as a framework for thinking through the practical, and sometimes difficult, dilemmas that we each routinely face.***

Source: Ethics, the Antidote to Turbulent Times? ***By David Wray***

Download it at https://thinktwenty20.com/wp-content/uploads/2025/09/Ethics-in-Turbulent-Times_Think20Twenty-Draft-edited_DW.pdf .

Short Description: Ethics represent a set of values and principles to follow in making decisions, thus providing a framework within which to act. In times of chaos, it becomes difficult to make decisions, making ethics useful in coping with the chaos.

IDEA: ***A system that parallels double-entry bookkeeping – with its self-balancing, equation-based approach – may prove useful for green reporting and the development of a "Green Ledger."***

Source: The Green Ledger: Toward Auditable Sustainability Reporting. ***By Eric E. Cohen***

Download it at https://thinktwenty20.com/wp-content/uploads/2025/10/GreenLedger-FINAL.pdf.

Short Description: When organizations provide sustainability disclosures, they typically have to gather that information from a variety of sources and then accumulate it in tools like spreadsheets and databases. Such informal systems make it difficult to follow an audit trail and to audit the output. Establishment of a green ledger in which the sustainability information is routinely gathered and assembled within an orderly system rather like those of financial information will be much more useful for assurance purposes and more likely to provide an audit trail.

IDEA: ***Our challenge is to find a balance between the use of AI technologies and continuing to nurture the intellectual growth of our students – when to make use of machine capabilities or the human brain.***

Source: How Will We Develop and Nurture the Next Generation of Accountants in This AI-Centric World? ***By Irene Wiecek***

Download it at https://thinktwenty20.com/wp-content/uploads/2025/10/AI-in-accounting-education-Wiecek-FINAL.pdf.

Short Description: AI is here to stay and students cannot be stopped from using it. So, the best approach is to embrace it by requiring them to use it in assignments. The challenge is when and how to use it. The author suggests that students are best served and more effective when using AI as a helpful "buddy" because their "AI buddy" can help them think through things in different ways. This calls for an understanding of how AI works behind the scenes.

IDEA: ***In the last few decades, our view has shifted to one that recognizes the unique contributions a company makes to fulfilment of societal needs and the broader, true nature of value creation.***

Source: Making Possible the Unthinkable – Integrated Thinking. ***By Alan Willis***

Download it at https://thinktwenty20.com/wp-content/uploads/2025/02/Making-Possible-the-Unthinkable-.pdf.

Short Description: The author outlines the meaning of integrated thinking and how it can improve an organization's reporting on sustainability.

IDEA*: For most companies, sustainability should sit at the top of the corporate structures as a board-level responsibility, led by chief executive officers and, often, chief sustainability officers. This should involve the audit committee and/or a dedicated Board committee.*

Source: KPMG report Anchoring ESG in Governance.

Download at https://kpmg.com/xx/en/our-insights/esg/anchoring-esg-in-governance.html.

Short Description: KPMG has conducted research on the manner in which companies are organizing themselves to incorporate sustainability into their financial reporting processes. They looked at what makes them successful and how they plan for the future. Almost half of the companies use either a dedicated board-level sustainability committee or another specific committee, such as the audit committee. The more common topics they are including are decarbonizing business models and reducing greenhouse gas emissions. Beyond these, "eight respondents mention health, safety and environment, four cite cyber security and data privacy, three include employee wellbeing and two list pollution."

IDEA: ***A top-down approach to AI implementation is Needed.***

Source: EY paper, check this link: https://www.ey.com/en_ca/insights/consultng/whyenabling-ais-full-value-requires-top-down-thinking

Short Description: The EY paper explains why AI needs to be developed from the top down to realize maximum potential for an organization. The paper notes that a large-scale adoption of AI needs to be integrated with corporate strategy in a top-down manner that takes into account the overall needs of the organization. It points out that, too often, AI projects are initiated by smaller segments of the organization without considering the big picture from a strategic point of view.

CHECK OUT OUR E-BOOKS

We have added another new volume to our published e-books, titled:

***Integrated Thinking and Corporate Social Responsibility*.**

This book sets out a model for companies to follow when they are interested in pursuing strategic initiatives to address environmental concerns. It acknowledges the merits of sustainability reporting but goes beyond that to the idea that such reporting is worthwhile and may point the way for certain strategic initiatives, but that reporting on sustainability-related matters is not enough. The deteriorating state of our planet and the advancement of climate change are so severe that more direct action is needed. It's available on Amazon and **in our store at this link.**

Last month we released ***Selected Writings of Eric Cohen on AI*.** Available in our store at this link.